



COUNTY OF LOS ANGELES
OFFICE OF CHILD, YOUTH, AND FAMILY
WELL-BEING

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM B26
LOS ANGELES, CALIFORNIA 90012
(213) 893-2010

MEMBERS OF THE BOARD

HILDA L. SOLIS
HOLLY J. MITCHELL
LINDSEY P. HORVATH
JANICE HAHN
KATHYRN BARGER

Alaina Moonves Leb
ACTING EXECUTIVE DIRECTOR

June 18, 2026

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Alaina Moonves-Leb, Acting Executive Director 
Los Angeles County Office of Child, Youth, and Family Well-Being (OCFW)

REPORT BACK AND PLAN IN RESPONSE TO THE NOVEMBER 18, 2025, BOARD MOTION (ITEM NO. 13) ON ADVANCING A UNIFIED PREVENTION FRAMEWORK FOR CHILDREN, YOUTH, AND FAMILIES

Executive Summary

At the direction of the Board of Supervisors, this report-back transmits the Countywide Prevention and Promotion Strategic Plan for Children, Youth, and Families (“the Plan”), fulfilling the requirements of the November 2025, “Advancing a Unified Prevention Framework for Children, Youth, and Families” motion (“Unified Prevention Motion”) and outlining the unified approach the County will use to implement the directives.

The Plan provides a unified, Countywide roadmap to align, strengthen and advance prevention and promotion efforts across Los Angeles County (“the County”). Guided by the Office of Child, Youth, and Family Well-Being (OCFW), the Plan integrates more than a decade of County investment, Departmental expertise, community voice, and prior Board-directed initiatives into a single, cohesive framework designed to improve outcomes and reduce disparities for children, youth, and families.

In response to the Board’s directive, this Plan establishes a Countywide approach that brings coherence to existing work, rather than introducing a new initiative. It builds directly on the accomplishments of the Prevention Services Task Force, the Prevention and Promotion Systems Governing Committee (PPSGC), the Prevention and Promotion Coordination Implementation Team (PPCIT), OCFW’s prior prevention work, insights from direct community engagement, and insight from County Departments and community partners that have long led the work in this space. All of

these emphasized a clear message: the County is ready to move from planning to implementation, and from crisis-driven responses to coordinated, upstream prevention and promotion.

The Plan advances this direction through the following components, which are laid out in greater detail in the following six sections:

- **Six “Big Picture Goals”** that collectively define what prevention and promotion should achieve in the County in a long-term and aspirational way, all of which center reducing disparities and advancing equity;
- **Four Objectives** that provide greater specificity to the Big Picture Goals and anchor the Plan’s implementation and measurement approach;
- **Unified governance framework**, built by adapting and strengthening the existing System of Care (SOC) structure, to coordinate Departmental leadership, shared planning, and cross-system alignment;
- **Foundation for a data dashboard**, drawing on existing measurement capacity and equity data to measure progress and ensure transparency as the County works towards the Big Picture Goals and Objectives;
- **Analysis of existing Departmental efforts**, demonstrating the ways that Departments are currently contributing to prevention and promotion efforts and providing the basis for a Countywide alignment strategy under this Plan; and,
- **Accountability plan** outlining how OCFW, County Departments, the Board of Supervisors, and community members will monitor, assess, and refine prevention and promotion work over time.

A central principle in the process of developing this Plan was building upon prevention and promotion work already completed or currently underway rather than creating a completely new Plan. As such, this Plan was informed through:

- Board directives and prior County prevention work, particularly work completed by the PPSGC and Prevention Services Task Force;
- Information provided by Departments on their prevention and promotion approach, programming, and metrics;
- Prior community engagement efforts, including the Child Protection Priority listening sessions and the User Journey Mapping effort; and,
- Existing County strategic plans, dashboards, and equity initiatives, including the County’s Racial Equity Strategic Plan.

The Strategic Plan provides a clear and actionable roadmap for transforming how Los Angeles

County supports children, youth, and families. It establishes shared goals, coordinated structures, and aligned accountability—recognizing that the work of prevention and promotion cannot be achieved by any one single Department or system; rather, it will require cross-system collaboration, intentional alignment, shared accountability, and meaningful partnerships with communities. By building from existing Departmental strengths and prior County prevention and promotion work, elevating community expertise, and grounding implementation in equity, this Plan will strengthen coordination, reduce duplication, improve equity, and support thriving children, youth, and families across the County.

Section 1: Background and Purpose

Proactive prevention and promotion strategies are essential to improving long-term outcomes for children, youth, and families. These approaches strengthen overall well-being while reducing the need for more intensive and costly interventions later in life. The purpose of this Plan is to fulfill the Board of Supervisors' Unified Prevention Motion. This Plan builds on prior Countywide efforts to strengthen alignment, coordination, and collaboration around prevention and promotion, and establishes a unified vision for how Los Angeles County can more effectively support the well-being of children, youth, and families. Its overarching goal is to advance prevention and promotion through a more coherent, responsive, and equitable system of care that improves outcomes and quality of life for and with the residents the County serves.

This section details the current Board directive, and explains how this effort is not a new start, but rather a vital step towards implementation and actualization of the other important work that has been building in the County, starting with the background of prevention and promotion in the OCFW, and grounding itself most recently in the work of the PPSGC, as well as other key County efforts. By using these already established and carefully considered building blocks, this Plan moves the County towards operationalizing prevention and promotion in a way that maintains momentum and allows the County to align and engage with prevention and promotion in a way that families will find responsive and meaningful.

1. Board Motion and Directives

On November 18th, 2025, the Los Angeles County Board of Supervisors passed the [“Advancing a Unified Prevention Framework for Children, Youth, and Families” motion](#). The Unified Prevention Motion acknowledges the history of efforts to improve prevention in Los Angeles County, including the formation of the Prevention Services Task Force and the PPSGC, and the progress made to date “to enhance services and programs through coordination, collaboration, and shared governance.” It also recognizes the opportunity to create a unified prevention framework, under the OCFW¹, that will “leverage existing Departmental resources, reduce duplication, and strengthen accountability for results.” The directives are as follows:

1. Develop recommendations for consolidating the PPSGC and OCFW into a single prevention and promotion entity housed within OCFW. This entity should have clear leadership, accountability, and authority—including the option of restructuring to

¹ On March 17, 2026, the Board passed the [Redefining the Board Priority around Child Protection and Renaming the Office of Child Protection](#) motion which renamed the Office of Child Protection (OCP) to the Office of Child, Youth, and Family Well-Being (OCFW). This report has changed references from OCP to OCFW throughout for the sake of clarity.

assume the role of a unified prevention and promotion entity supporting children, youth and families.

2. Development of a new Countywide Prevention Strategic Plan focused on children, youth and families that:
 - a. Aligns Departmental prevention and promotion activities under a single framework;
 - b. Aligns the coordinating bodies and workgroups relevant to the system of care under a single framework;
 - c. Leverages existing resources across County Departments;
 - d. Builds on the previous Prevention Services Task Force, PPSGC and PPCIT framework to clearly define shared goals, establish common metrics, and identify measurable outcomes aimed at reducing disparities and improving overall well-being; and
 - e. Establishes clear accountability for implementation.
3. Direct all relevant County Department heads and initiative leads to participate in the development and implementation of the new strategic plan and align Departmental prevention activities, outcome goals, key indicators/metrics, timelines with the unified framework and incorporating the Countywide Prevention and Promotion Strategic Plan into their own Departmental workplans.
4. Direct the Director of OCFW, in collaboration with the PPSGC and the CEO, to return to the Board with a strategic plan that ensures coherence and consistency with OCFW strategic plan, including:
 - a. Departmental roles and responsibilities,
 - b. Specific prevention and promotion outcomes for children, youth, and families,
 - c. Metrics and timelines for measuring progress and reducing racial and community disparities, and
 - d. A plan for ongoing public reporting to ensure transparency and accountability.
5. Director of OCFW to convene a workgroup that meets regularly with relevant Department representatives. These working group meetings shall advance cross-Departmental prevention and promotion efforts focused on children and families.

2. **Prevention and Promotion for Children, Youth, and Families, Aligned under the Office of Child, Youth, and Family Well-Being**

OCFW is well-aligned to lead the County's efforts around prevention and promotion for children, youth and families based on its past efforts, and current direction.

As detailed below, the Unified Prevention Motion aligns with:

- OCFW's prior prevention-related work as the Office of Child Protection;
- OCFW's [2025-2030 Strategic Plan](#);

- Community insights from the 2025 Child Protection Priority (CPP) Listening Sessions; and,
- The Board's [Redefining the Board Priority around Child Protection and Renaming the Office of Child Protection](#) motion directing OCFW to enact the recommendations from community, including, importantly, those related to providing support to families as part of the prevention and promotion efforts.

OCFW's prior prevention-related work as the Office of Child Protection

Since its creation in 2015, OCFW (formerly named the Office of Child Protection) has led Countywide efforts to align systems, strengthen upstream prevention, and advance policy and systems change that support children, youth, and families. Key accomplishments include:

- Leading development and implementation of the 2017 Countywide Prevention Plan, [Paving the Road to Safety for our Children](#);
- Implementing the Countywide Prevention Metrics Dashboards in partnership with the Chief Information Office and in collaboration with County Departments;
- Co-leading the Community Pathways Collaborative to facilitate partnerships between County Departments and community-based organizations to mitigate children, youth, and families interacting with crisis systems;
- Securing or directly funding multiple prevention programs that deliver direct services to children, youth, and families. Highlights include:
 1. Over \$88 million in new funding for prevention, home visiting, and early care/education;
 2. \$6 million to County Department prevention and promotion programming;
 3. Over \$4 million in substance use prevention and support services for youth and families; and,
 4. \$4.5 million to support capacity building for the County's prevention and promotion framework.

OCFW's [2025-2030 Strategic Plan](#)

The Unified Prevention Motion calls for alignment with OCFW's Strategic Plan. The 2025–2030 OCFW Strategic Plan directly supports this work through two primary focus areas:

- Building community pathways to upstream prevention and promotion supports
- Enhancing the Children and Youth System of Care partnership

OCFW Strategic Plan's measures of success mirror those called for in the Unified Prevention Motion, including:

- Improved cross-agency collaboration
- Policies and funding that support whole-child and whole-family care
- Community and family voice shaping solutions
- Shifts in narratives toward equity and prevention

- Better outcomes for children and families

In this way, the measures that OCFW has already identified for determining if it is successful overall are also the ways that it will know it is successful under this Plan.

Child Protection Priority Listening Sessions

In late 2025, OCFW conducted more than 10 community listening sessions, supplemented by an online survey, as part of the Board's June 2025 directive to redefine the Child Protection Priority as part of its response to the "[Evolving the Office of Child Protection and Redefining the Board Priority Around Child Protection](#)" motion. With 325 participants, 39% of whom had lived experience, these sessions strongly reinforced the Board's direction on prevention and promotion.

Participants emphasized that prevention is most effective when the County:

- Stabilizes basic needs
- Removes fear-based barriers to help-seeking,
- Supports families with navigation rather than fragmentation
- Coordinates systems to reduce duplication and harm
- Moves decisively from listening to implementation

Furthermore, the Unified Prevention Motion explicitly identifies the potential for integrating and elevating OCFW as the central hub for prevention and promotion work. CPP listening sessions reinforce this direction by positioning OCFW as:

- A convener across systems serving children, youth, and families
- A bridge between community voice and system implementation
- A driver of accountability for prevention outcomes, not just coordination

Quotes from participants in these listening sessions further underscore the importance of prevention and promotion, and in fact on thriving:

- *"[Thriving is when] all families have resources needed to no longer live in survival mode and actually enjoy life."*
- *"Prevention is helping families before something bad happens—not after."*
- *"Thriving is when [there is a] community where families are not in constant crisis about survival."*
- *"Thriving looks like kids being happy and parents not feeling overwhelmed all the time."*
- *"When families have food and housing stability, everything else gets easier."*
- *"All families should have the resources they need so they're not just surviving, but actually enjoying life."*

Redefining the Board Priority

On March 17, 2026, the Board passed the [Redefining the Board Priority around Child Protection and Renaming the Office of Child Protection](#) motion. This motion took the important step to redefine how the County is looking at its role in supporting children, moving from one of “protection”, to a focus on “well-being,” defined under the principles from the CPP listening sessions described above. Under its new name, OCFW is perfectly situated to serve as a central hub for coordinating the prevention and promotion work for children, youth, and families in the County. By explicitly directing Departments to work with OCFW to implement their alignment with these principles through the Countywide Prevention & Promotion Strategic Plan, these efforts are further aligned.

3. Building on Past and Ongoing Efforts

One of the key cornerstones of this strategic planning process for OCFW was to build upon the impactful work done through previous prevention-related initiatives and efforts in the County. The Prevention Services Task Force created in 2021, the PPSGC and the PPCIT created in 2023 made significant progress towards building a unified prevention infrastructure in the County. As recognized in the Unified Prevention Motion, this resulted in “laying the foundation for prevention focused investment, aligning County systems, and establishing a framework for long-term change.”

To that end, OCFW’s approach included analyzing and synthesizing deliverables from these and other efforts to inform and lay the groundwork for the overall Plan as well as specific components, as summarized below. OCFW also applied learnings from these efforts to inform its approach to the work, including flexibility with membership and engagement with broad representation within Departments who lead prevention and promotion efforts. OCFW is also integrating this effort with other ongoing efforts that were key parts of informing and implementing the PPSGC work, including the County’s System of Care and Coordinating Bodies such as the TAY Table, Community Pathways Collaborative, and One Roof 2.0.

Understanding of Previous Work: PPSGC progress reports, PPSGC/LA County Department of Public Health (DPH) Current State Analysis on Child and Family Well-Being, the Prevention and Promotion Framework, PPSGC presentations, as well as ongoing thoughtful transition engagement with leadership from the PPSGC and PPCIT were used to develop an understanding of previous prevention-based efforts so that this Plan could build from them.

Defining prevention/Big Picture Goals: This analysis synthesized the results of the Office of Child Protection 2017 Report “[Paving the Road to Safety for Our Children](#)”, the [User Journey Mapping Project](#) report from the PPSGC and PPCIT, the Prevention and Promotion Systems Governing Committee Outcomes, the Child Protection Priority 2025 Listening Sessions, and the Countywide Framework for Prevention and Promotion.

Utilizing PPSGC’s Model for Prevention and Promotion: OCFW utilized the PPSGC prevention framework, which was developed by the Prevention Services Task Force in 2023 and adopted by

the Board, as the basis for defining prevention. OCFW then looked to additional current efforts across the County to determine how to operationalize this definition in line with current conditions and the expressed needs of the community, Departments, and the Board.

Developing high-level objectives: OCFW conducted an analysis of the Behavioral Health Services Act (BHSA) Goals, the Department of Children and Family Services (DCFS) Comprehensive Prevention Plan, the PPSGC Outcomes and Indicators, First 5 LA's Strategic Plan, and the Child Protection Priority Listening Sessions to develop the four high-level objectives in this Strategic Plan.

Identifying metrics to measure success: OCFW examined a variety of resources to explore existing metrics that align with this Plan's Goals and Objectives and the overall focus on prevention and promotion for children, youth, and families. This meant looking at the strategic plans, and key measures utilized by others working in this space including:

- PPSGC outcomes and indicators, particularly those related to the child welfare and well-being and behavioral health domains
- LA County Health Survey
- Children's Data Network
- Medi-Cal
- Behavioral Health Services Act requirements and selections
- Transition Age Youth (TAY) Table
- Mandated Supporting Initiative
- First 5 LA Strategic Plan
- Los Angeles County Office of Education Strategic Plan
- Portrait of LA 2026

Additionally, as part of the survey disseminated to the Unified Prevention Motion workgroup that was used to inform Sections 4 and 5 of this Plan, OCFW asked respondents to share metrics that they already utilize that are aligned with the objectives in the Plan, and to share whether they are able to measure disparities, including racial and ethnic disparities. OCFW also consulted with data experts, Departments, and the Unified Prevention Motion workgroup to determine which metrics were the most relevant and in-line with the goals in this Plan.

All of this work will be used as foundational material in the next phase of this work, which will include determining which metrics to include in the first version of a data dashboard to measure progress, recognizing that the metrics ultimately selected can evolve over time to meet the present needs of the County's children, youth, and families.

Elevating current Departmental efforts: OCFW began this process by looking at the information on prevention programming and services that Departments shared for the PPSGC/PPCIT Redstone Consulting Flexible Funding Stream Analysis, results of the Youth Motions Information request that the TAY Table utilized to receive responses to another motion, information collected via a collaborative exercise during an executive-level Departmental workgroup meeting, and

importantly, responses to a survey implemented specifically for this Plan that Departments completed regarding their engagement with prevention and promotion. Additional details on the results of this analysis are included in Section 4 of this plan. This work will continue in an ongoing way through ongoing collaboration with efforts like the Prevention 360 Database, and presentations from and discussions with Departments at System of Care meetings.

As detailed further in Section 3 of this Plan, OCFW is building an infrastructure for continued – and strengthened – Departmental coordination and alignment in the prevention and promotion space by adding prevention and promotion as an area of focus for the existing System of Care body. By utilizing and coordinating responses shared in different spaces, and creating spaces for Departments to share with other Departments and engage with them around their efforts, this will reduce duplication, and increase collaboration and alignment.

Incorporating community voice: Extensive prior engagement with community members and lived experts played a central role in shaping this Plan. Across the County, Departments and partner organizations have conducted numerous prevention-focused engagement efforts, all of which provided valuable insights that informed both the Plan’s direction and its emphasis on moving from dialogue to implementation. In particular, the PPSGC’s 2024 stakeholder engagement—spanning listening sessions, surveys, key informant interviews, information sessions, and a thematic analysis of County and partner activities—generated findings captured in the July 2024 PPSGC Progress Report, which OCFW reviewed closely during this planning process. OCFW also incorporated learnings from the *Thriving Families, Safer Children* June 2025 report, “A Blueprint for Sustaining Innovative Partnerships with Communities and Lived Experience Experts,” as well as insights from the CPP Listening Sessions.

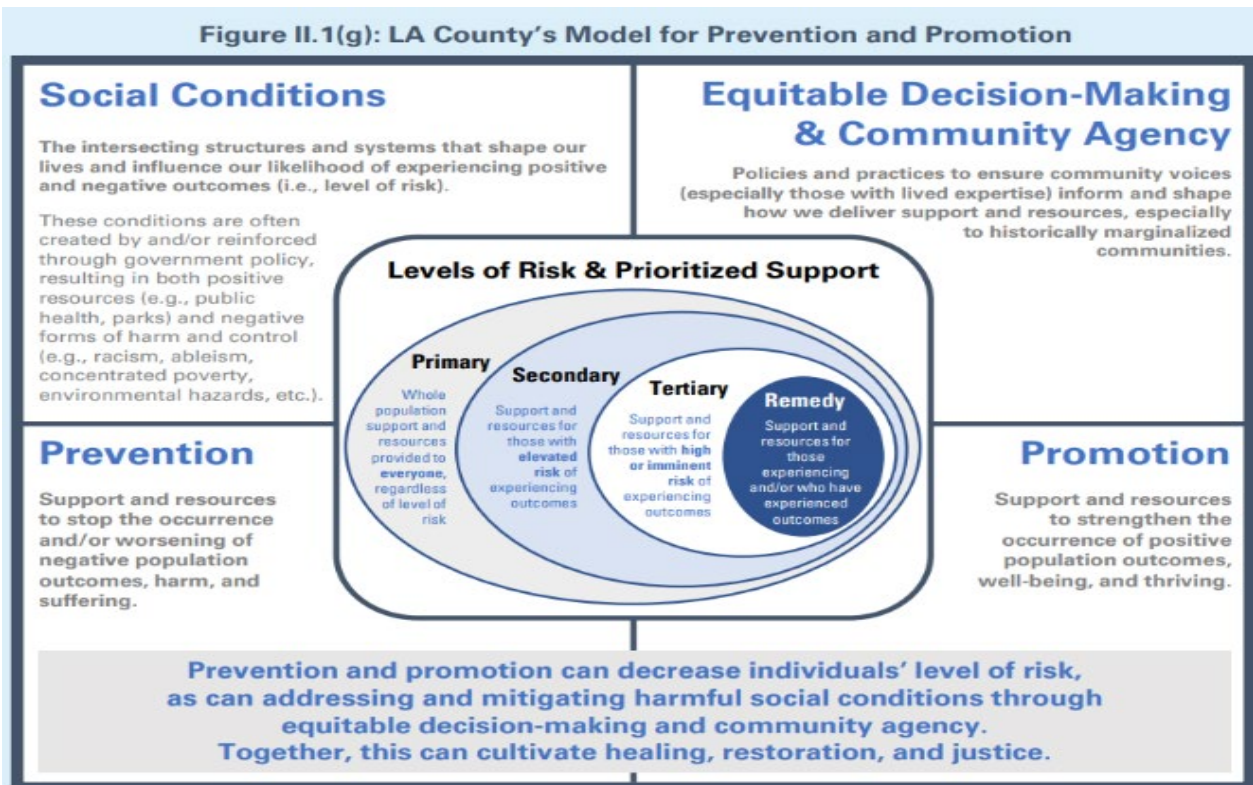
These collective inputs directly informed the Plan’s priorities, design elements, and approach to equitable implementation. OCFW remains committed to ongoing co-design with community and lived experts through structures such as the TAY Table, the Community Pathways Collaborative, and other engagement forums. Many County Departments similarly maintain formal mechanisms for integrating community voice, including the DCFS Director’s Youth Advisory Council and the Behavioral Health Services Community Engagement processes led by the Department of Mental Health (DMH) and the DPH. As noted in Section 6 of this Plan (Accountability), continued, meaningful engagement will guide the Plan’s development, implementation, monitoring, and assessment moving forward.

Section 2: Operationalizing Prevention

Through listening sessions with community members and lived experts, Board directives, and statements and actions across Departments, a clear message has emerged: LA County is ready and eager for prevention and promotion for children, youth, and families to be operationalized.

Operationalizing prevention means clearly envisioning what it would look like for County residents to experience both the prevention of adverse outcomes and the active promotion of positive ones. It also means building upon the Model for Prevention and Promotion adopted by the PPSGC in 2023 to identify actionable next steps. As OCFW clarified the definitions of prevention and promotion, it became evident that it was articulating a set of “Big Picture Goals” — high-level, long-term, aspirational outcomes informed by LA County’s Model for Prevention and Promotion and shaped by insights from multiple stakeholders. These goals establish the long-term direction, while more detailed objectives and metrics will provide the specificity needed to measure progress.

OCFW began its analysis with LA County’s Model for Prevention and Promotion, developed by the Prevention Services Task Force in 2023:



This model provides the high-level principles that this work is built upon. In order to determine how to operationalize this model, and to incorporate current efforts across the County, OCFW cross-walked this model with the Office of Child Protection 2017 Report “[Paving the Road to Safety for](#)

[Our Children](#)”, the [User Journey Mapping Project](#) report, the PPSGC Outcomes and Indicators, and the CPP 2025 Listening Sessions.

The analysis examined which concepts emerged most frequently, resulting in the following crosswalk:

Concept	OCP (2017)	CPP Listening Sessions	PPSGC Outcomes/Indicators And P&P Framework	UJM Project
Importance of meeting basic needs for family stability	✓	✓	✓	✓
Services should be better coordinated and easier to access and engage in, including by mitigating fear of help-seeking and confusion	✓	✓		✓
Reduce disparities of all kinds and promote equity		✓	✓	✓
Opportunities for social, recreational, and community connections that reduce isolation and build personal support systems	✓	✓		✓

Big Picture Goals: OCFW examined these themes and created “Big Picture Goals” based on them to operationalize prevention and promotion for LA County children, youth, and families, by collectively defining the prevention and promotion landscape. Importantly, all six Goals center reducing disparities and increasing equity as a guiding principle, which is in-line with the Model for Prevention and Promotion – particularly the levels of risk and prioritized support, as indicated below - and feedback shared across different spaces and audiences:

- Focus on population of children, youth, and families living in Los Angeles THRIVING (not just preventing negative outcomes, but also promoting positive ones)
- Ensure that all children, youth, and families who reside in Los Angeles County have their basic/concrete needs met (including but not limited to housing, nutritious food, transportation, economic/employment supports) - *primary prevention*

- Ensure that all children, youth, and families living in LA County have opportunities for social, recreational, and community connections that reduce isolation and build personal support systems - *primary prevention*
- For those who want/need connections to services (including but not limited to education, health, mental health), ensure that there are navigation supports in place that reduce confusion - *secondary and tertiary prevention*
- Prevention strategies must include non-punitive, voluntary access points that allow families to seek help without triggering system entry and reduce fear of accessing services – *secondary and tertiary prevention*
- Improve cross-Department data sharing, shared assessments, and coordinated planning as a prevention strategy that reduces stress, system-induced harm, and disengagement – *all levels of prevention*

OCFW built upon the existing 2023 model by developing Big Picture Goals that are actionable and therefore will help to operationalize prevention, specifically by adding more detail on what each goal entails and by naming reducing disparities and increasing equity as a guiding principle across all six Goals. Subsequent sections of this Plan will describe how OCFW envisions greater levels of specificity and how to measure success towards achieving these Goals.

This table provides additional detail about how OCFW incorporated the elements of the Model for Prevention and Promotion into this Plan’s Big Picture Goals:

LA County Model for Prevention and Promotion Elements	Unified Prevention and Promotion Strategic Plan Goals
Social Conditions	All children, youth, and families living in LA County have opportunities for social, recreational, and community connections that reduce isolation and build personal support systems; coordinated planning as a prevention strategy that reduces stress, system-induced harm, and disengagement
Equitable Decision-Making/Addressing Historically Marginalized Groups	Reducing disparities for historically marginalized groups and increasing equity is a guiding principle for all six goals; reducing racial/ethnic disparities in particular will be an ongoing area of focus for this work, as lifted up through the PPSGC
Community Agency	Engagement with community and lived experts was fundamental in developing this plan and will be a part of the ongoing work, including as part of the accountability plan
Prevention	Prevention strategies must include non-punitive, voluntary access points that allow families to seek help without triggering system entry and reduce fear of accessing services; focus on upstream and community engagement
Promotion	Focused on population of children, youth, and families living in Los Angeles THRIVING; focus on upstream and community engagement
Levels of Risk and Prioritized Support	Level of risk, using the same definitions, is indicated for each goal and will be addressed in departmental analysis and prioritization; focus on addressing equitable and community-involved decision-making

Addressing Disparities and Centering Equity: Identifying and reducing disparities is a central focus of this Plan and will inform each of the six Big Picture Goals. While all inequities matter, racial and ethnic disparities remain the most persistent for children, youth, and families in the County and therefore require particular and intentional attention. To advance a true system of prevention and promotion, this work must apply an equity lens not only as a guiding value, but as an operational strategy that shapes decision-making, resource allocation, and implementation. Equity as a process means ensuring that the communities most affected by inequities, particularly those that have historically been marginalized, are meaningfully engaged in design, delivery, and continuous improvement efforts. Equity as an outcome means measuring gaps, monitoring progress over time, and holding ourselves accountable for reducing racial, ethnic, and place-based disparities. To support this work, OCFW will build upon the County's Racial Equity Strategic Plan and its data dashboard to ensure that disparities are not considered parallel to this effort, but are used to determine priorities, guide investment, and assess success.

Section 3: Prevention and Promotion Framework

The Unified Prevention Motion instructs “all relevant County Department heads and initiative leads to participate in the development and implementation of the new strategic plan...” and for the “Director of [OCFW] to convene a workgroup that meets regularly with relevant Department representatives. These working group meetings shall advance cross-Departmental prevention and promotion efforts focused on children and families.”

To address this directive, OCFW employed both short-term and long-term strategies:

1. **Short-term Workgroup:** OCFW created a Unified Prevention Motion (UPM) workgroup composed of executive-level representatives from County Departments named in the motion and additional Departments who work in prevention and promotion, as well as First 5 Los Angeles (F5LA). Intentionally, all PPSGC member Departments were represented. The complete list of represented Departments and organizations is as follows: Department of Aging and Disabilities, Department of Arts and Culture (Arts), Chief Executive Office-Los Angeles County Anti-Racism, Diversity, and Inclusion (CEO-ARDI), DCFS, Department of Economic Opportunity (DEO), F5LA, Department of Health Services (DHS), Department of Homelessness Services and Housing (HSH), Los Angeles County Library (Library), Los Angeles County Office of Education (LACOE), Department of Mental Health (DMH), Department of Parks and Recreation (Parks and Recreation), DPH, Department of Public Social Services (DPSS), Youth Commission, and Department of Youth Development (DYD). This workgroup met monthly from January through May to inform the development of the Plan. Members of the workgroup contributed knowledge, expertise, and perspectives to the Plan Goals and Objectives. They also played leadership roles within their Departments to help OCFW understand current Departmental programming and metrics in alignment with the Plan, as detailed in Sections 4 and 5. Finally, they provided feedback and input on the Plan itself.
2. **Long-term Structure for Collaboration:** Cross-Departmental Prevention and Promotion Framework: OCFW developed a cross-Departmental prevention and promotion framework for ongoing work focused on prevention and promotion as part of a modified System of Care (SOC) body, which includes prevention and promotion as a key area of focus along with its existing focus on child welfare. This body will take the building blocks articulated in this Plan and move the vision forward into operationalizing prevention and promotion for children, youth, and families.

This section of the plan outlines how OCFW will follow the Board’s direction in its June 2025 motion to uplift the SOC as a key place for cross-County collaboration by building on the SOC’s current work across systems, including the steps that it will take to make that body a place where prevention and promotion are centered in a meaningful way. By doing this, prevention and promotion as an area of focus joins the current SOC focus on child welfare to ensure that the SOC, and the County as a whole, is addressing the needs of children, youth, and families across the spectrum.

Background on System of Care/AB 2083

Under California law, each County is required to have a System of Care, including developing and implementing a Memorandum of Understanding (MOU) outlining the roles and responsibilities of the various local entities that serve children and youth in foster care who have experienced severe trauma. While the original legislation focused on the child welfare system, there has been an increasing focus at the state level and in the County to acknowledge that addressing the needs of children and youth must include looking at children and youth served by various other systems.² While the County has a responsibility to address those who have experienced trauma, and will continue to use the SOC as a place where complex care issues are addressed, the County has recognized that it is also vital to invest in serving children, youth and families upstream, and that prevention and promotion efforts, including those provided by all County Departments that serve families as well as community partners, are the best way to address trauma—by meeting the needs of families before trauma occurs.

There are both required and optional (collaborative) SOC partners at the local level³:

Required Partners	Collaborative Partners
• County Child Welfare • County Behavioral/Mental Health • Regional Center • County Office of Education • Juvenile Probation	• Federally Recognized Tribes (through consultation) • Tribal Partners and Organizations • Department of Rehabilitation • First 5 • Family Resource Center • Local Hospitals • Community Based Organization/Providers • County Dependency Court Judges • County Public Health • Others

In Los Angeles County, the following entities have signed onto the current SOC MOU:

- Department of Children and Family Services
- Department of Health Services
- Department of Public Social Services
- Department of Youth Development

² <https://www.chhs.ca.gov/home/system-of-care/>

³ "AB 2083: Children and Youth System of Care." California Welfare Director's Association Conference, 2020.

- Office of Child, Youth, and Family Well-Being
- Department of Mental Health
- Department of Public Health
- Los Angeles County Office of Education
- Probation Department
- Regional Centers (East Los Angeles, Harbor, Lanterman, South Central Los Angeles, San Gabriel/Pomona, North Los Angeles, Westside)

The County's current SOC structure is currently comprised of an Interagency Leadership Team (ILT), a Steering Committee, and an Executive Advisory Committee (EAC):

- The EAC provides leadership oversight and supports the integration of prevention as an ongoing area of focus.
- The ILT enables implementation coordination and alignment with AB 2083 commitments.
- The Steering Committee provides guidance to the priorities of the SOC work.

Additional detail on each of these components is provided below.

Adapting the LA County System of Care Framework to Address Prevention & Promotion as an Area of Focus

Rationale:

- **Scope of Work:** The SOC is an existing body with prevention as one of its focus areas. This shift would elevate prevention and promotion as core priorities and strengthen their integration with other issues impacting children, youth, and families. The SOC will remain a place where the County will address coordination around child welfare and those with complex care needs, but adding prevention and promotion will allow and acknowledge the key role of prevention and promotion in supporting families.
- **Centering Upstream Efforts:** Positioning this work within the SOC ensures that upstream prevention remains central as the County advances approaches aligned with Board directives and Departmental goals. Rather than operating as an auxiliary effort, prevention and promotion will be embedded as foundational elements of the County's collaborative work for children, youth, and families.
- **Structure:** The SOC's structure is designed to support coordinated leadership, operational alignment, and meaningful engagement across County and community partners. It includes four core components:
 - a. **EAC:** Provides programmatic oversight and ensures alignment and coordination across implementation efforts. Participants include executive-level representatives from Departments. Previous collaborative efforts in this space have included alignment and consolidation efforts such as coordinating use of assessments

across bodies and consolidating meetings held across different Departments to address the needs of young people with complex needs.

- b. **ILT:** Keeps Department heads informed of ongoing work and enables them to provide the support, resources, and direction necessary for successful execution. Departments and partners serving children, youth, and families have many initiatives, collaborative efforts, and service delivery programs. To effectively link these efforts, and maximize the SOC's collective impact, the ILT serves as an interagency clearinghouse of collective efforts. Participants include Department Heads and Agency/Partner Leads.
- c. **Steering Committee:** Comprised of representatives from 3-5 Departments or partners, collaborates with OCFW to guide and lead the ongoing work of the SOC. This includes setting agendas and planning for meetings.
- d. **Engagement with Other Bodies:** Issue-focused groups that are independent from, but aligned with, the SOC—including but not limited to the TAY Table, Education Table, and Community Pathways Collaborative—create dedicated spaces for community engagement and deeper exploration with subject-matter experts from County Departments and community partners. OCFW ensures that insights generated by these groups are elevated to the SOC, and that SOC's high-level direction is communicated back to them. This structure enables coordination across teams, connecting expert insights and on-the-ground efforts into a cohesive, systemwide approach. This structure is how the SOC currently operates and mirrors the PPSGC's approach to utilization of Coordinating Bodies.

Benefits:

- **Avoiding Duplication:** The approach will reduce duplicative conversations that sometimes occur across multiple forums, reduce demands on staff time, and create more efficient and coordinated opportunities for collaboration.
- **Allowing Flexibility:** Meetings are thoughtfully planned, but there are no formal requirements for agenda, specific attendance, or participation. This allows for adapting the agenda, and participants as needed to meet the priorities of the group.
- **Established Connection to Members of PPSGC and PPCIT:** The majority of the Departments represented at the PPSGC are also current members of the SOC. This will allow for a smooth transition from one space to the other and will provide ongoing institutional knowledge in focusing on prevention and promotion from those bodies.

Achieving Adaptation

The current structure, composition, and priority areas of the LA County SOC require intentional and ongoing modifications to achieve adding prevention and promotion as a primary area of focus, while also maintaining its original focus on child welfare. This includes the following:

- **Adding Key Participants:** Given the intentional focus on prevention and promotion, OCFW will need to ensure adequate representation from additional partners who already focus on this area, both from County Departments and others outside of the County (e.g., some of the “Collaborative Partners” listed above, as well as those who participated in the development of this plan such as Arts and Culture, DEO, HSH, Library, and Parks and Recreation). This will include careful coordination and agenda-setting for meetings to ensure the appropriate parties are engaged and participating as needed.
- **Engaging with Community:** In addition to County Departments and other non-County Collaborative Partners, a process will be established to ensure community engagement in the SOC work without creating a group that is too large to function effectively. This will happen in two simultaneous ways:

1. Coordination and Shared Leadership with Existing Coordinating Bodies and Spaces: These are venues where specific experts within and outside of Departments collaborate and engage with community and lived experts around specific focus areas. The larger SOC will then be informed by these efforts while maintaining an effective, tighter structure. In addition, OCFW will coordinate with the other leaders in these spaces to ensure that the high-level leadership and broad planning around prevention and promotion is informing and coordinating with these spaces. Examples of spaces where this is already in process are the Community Pathways Collaborative, Education Table, and the TAY Table Subcommittees:

- a. **Community Pathways Collaborative:** The Community Pathways Collaborative is an open, cross-sector group convened quarterly by OCFW in partnership with PPSGC, LACOE, and DCFS. It brings together representatives from community-based organizations, County Departments, philanthropy, and individuals with lived expertise to share updates, coordinate efforts, and co-design community pathways with those doing the work in the community, and those who will be served by it.
- b. **Education Table:** The Education Table is a collaborative place where County Departments, local education agencies, education advocates, and community organizations work together to develop and implement cross-sector strategies that improve outcomes for systems-impacted youth. OCFW convenes and leads this group, using it as a forum for experts to align efforts and surface insights that inform the SOC’s work, while also ensuring that SOC-level direction is reflected in education-related initiatives.
- c. **TAY Table:** This is a collaborative space where County leaders come together to collaborate around the needs of transition-aged youth. It includes sub-committees, such as the Integrated TAY Data Subcommittee, where community partners are also engaged in this

work. OCFW is also a co-lead in this work in partnership with DCFS, DMH, DYD, LACOE, Parks and Recreation, and the Youth Commission, and ensures that key messages and insights are shared across spaces. For example, bringing insights raised through the TAY Table regarding services and supports offered for TAY to help inform the development of this Plan, as well as keeping the TAY Table participants informed about the Plan.

- d. **Additional Spaces:** In addition to the spaces where the SOC is already closely connected, OCFW will work to ensure that collaboration is extended to other places in the County where key work is happening and needs to be aligned (e.g., One Roof 2.0). The SOC will welcome suggestions from participants on other opportunities that may allow for further exploration of these spaces.

2. Inclusion of Community Partners: Community partners and lived experts will be invited to SOC meetings as relevant to meeting agenda items and presentations. For example, if a Department is presenting on their work involving a community-based organization, representatives from that organization can be invited to join them for presentation and discussion. This approach allows for both the County and community-based perspectives at the SOC meetings, while avoiding overly large standing meetings that could hinder collaboration and progress. Critical to the success of this approach is ongoing and formal communication between bodies so that information flows in all directions, and consistent space for community voice is created.

- **Engaging Leadership:** In addition to bringing in Department representatives who focus on prevention and promotion to participate in the SOC on an ongoing basis, designated senior managers and leads with prevention responsibilities will also be invited to attend EAC meetings as needed. Their participation will support deeper understanding and engagement and help align efforts across the broader, interconnected prevention ecosystem. Additionally, OCFW will re-establish a regular meeting cadence for the ILT to ensure they can consistently inform the work and provide meaningful feedback.
- **Data and Accountability:** SOC will become the primary vehicles for ensuring implementation of the accountability plan described in Section 6 of this Strategic Plan. SOC meetings will offer Departments and partners a structured space to share information and use data to monitor progress.
 - a. **Share Information:** System of Care meetings will feature rotating Departmental presentations/discussions on prevention efforts with three goals:
 - Ensuring the information shared is meaningful and how it contributes to the outcomes being tracked;
 - Building awareness of what Departments are already doing around prevention and where they are already working together, and breaking down

silos across Departments where they are not already working together, creating opportunities for alignment;

- Providing a forum for Departments to bring specific requests to the group, including opportunities for cross-Departmental support; and,
- Create a space where community-based organizations can learn about what Departments are already doing and how to navigate to services, as part of the Accountability plan outlined in Section 6 of this Plan.

b. **Monitor Progress Using Data:** Progress will be tracked through a SOC dashboard, in coordination with accountability for prevention and promotion work and Departmental metrics. Additional data experts, particularly those with experience measuring racial and ethnic disparities, will be consulted to support dashboard design. The dashboard will help identify successes, challenges, and areas in need of refinement or equity-focus, while also strengthening the County's ability to understand the correlational value of prevention and promotion efforts across partners.

- **Meeting Backbone Support and Leadership:** Backbone support (including scheduling meetings and managing agendas, facilitating, notetaking/follow-up, communication) will continue to be provided by OCFW, working closely with rotating Departmental leadership on a regular basis. This will ensure that the Board's direction to designate clear leadership is addressed.
- **Identifying Common Themes and Coordinating and Aligning Work:** By serving as a central hub for understanding and coordinating efforts across Departments and coordinating bodies, the SOC enables cross-Departmental and cross-County collaboration. This structure also helps surface common themes and identify where policy, legal, or regulatory changes may be needed to support aligned and effective work.
- **Memorandum of Understanding (MOU):** The current MOU for the LA County SOC already envisions prevention as an area of focus, stating that "the intent of the SOC is to develop prevention-focused, effective, holistic, culturally-responsive, coordinated, timely, and trauma-informed approaches to caring for children, youth, and families..." and expresses a shared "desire to design and implement evidence-based system, policies, and services that focus on promotion and prevention strategies..." As OCFW drafts the next iteration of the AB 2083 MOU in 2027, it will be well-positioned to expand on these concepts by incorporating more specific prevention and promotion-focused language aligned with this Plan and the work that emerges from it.
- **Name:** While the state mandates that LA County maintain a "System of Care," the group may consider adopting a different name locally as this work evolves. A new name could better reflect the broad scope of prevention and promotion efforts across the County for children, youth, and families, and acknowledge the need to address historical shortcomings of the "system" in serving these communities.

Next Steps

The next step is to implement this framework. Adapting the existing SOC structure into a Countywide framework centered on prevention and promotion is an efficient, effective, and intentional strategy. This approach strengthens cross-Departmental and community coordination; supports efforts to reduce disparities, particularly racial and ethnic disparities, and advances equity; and it positions the County to achieve the Goals and Objectives outlined in this Plan.

Following submission of the Plan to the Board of Supervisors in June 2026, OCFW will finalize the adaptation of the SOC in July and will launch the adapted structure in August 2026.

Section 4: Departmental Prevention and Promotion Efforts and Alignment

The Unified Prevention Motion directs OCFW and the Chair of PPSGC, in collaboration with the CEO, and all relevant County Departments to “inform the development of a new Countywide Prevention Strategic Plan focused on children, youth and families that aligns Departmental prevention and promotion activities under a single framework”. Departments are further directed to “align Departmental prevention activities, outcome goals, key indicators/metrics, timelines with the unified framework” and to “incorporate the Countywide Prevention and Promotion Strategic Plan into their own Departmental workplans...”

To meet this directive, OCFW conducted a high-level, cross-Departmental analysis of current prevention and promotion work, demonstrating that a substantial foundation already exists for alignment under the Plan.

This section highlights how County Departments and partners are already contributing to the Plan’s Big Picture Goals and Objectives. Rather than providing an exhaustive inventory of programs, it identifies common themes, areas of alignment, and system-wide assets that can be strengthened through unified planning, coordinated implementation, and shared accountability. A consolidated chart summarizes how Departmental efforts align with the Big Picture Goals in this Plan, illustrating how existing work provides a strong base from which a unified prevention and promotion plan can grow.

Information Gathering Approach:

To understand the current landscape of Departmental prevention and promotion efforts, OCFW conducted a multi-source analysis that included:

- Disseminated a survey to 16 Departments/entities participating in the UPM workgroup (received 14 responses, including all Departments named in the motion); identified areas of alignment between draft Plan and existing organizational strategic plans, work plans, and metrics;
- Analyzed prior information collected via the PPSGC’s Prevention 360 Funding Analysis and User Journey Mapping, and the information collected through the TAY Table on services and supports offered by Departments to inform other motions, including identifying alignment with the existing Prevention and Promotion Model; and,
- Identified intersections with the County’s Racial Equity Strategic Plan developed by CEO-ARDI to identify intersections with this Plan and ways to ensure racial equity is considered throughout all aspects.

Together, the information collected and analyzed provides a high-level view of current and planned prevention and promotion efforts across systems serving children, youth, and families. This analysis confirms that meaningful work is already occurring across County Departments and partner organizations, work that has been thoughtfully informed through community engagement,

planning, and expertise in particular systems and areas. By grounding the Plan in this information, rather than starting from scratch, it builds from that expertise and allow it to grow by allowing it to be more fully coordinated and amplified.

High-Level Themes Across Departmental Efforts

Departmental efforts captured through this analysis reflect the County’s continued shift toward prevention and promotion, consistent with the Board’s direction to move from reactive, crisis-driven systems toward coordinated, upstream approaches.

The analysis yielded the following themes, which align with the Plan’s Goals and Objectives:

- Meeting basic and concrete needs is foundational for well-being
- Recreation, enrichment, arts, cultural programming and community connection are essential components of thriving
- Accessible navigation, linkages and coordinated supports are necessary
- Voluntary, non-punitive access points, particularly through trusted community-based organizations, are vital pathways to support for children, youth, and families
- Cross-system coordination, data sharing, and shared planning remain critical to reducing confusion and fragmentation and advancing equity.

Alignment With Big Picture Goals

The following chart summarizes how Departments and entities align with the Plan’s Big Picture Goals. To illustrate how Departmental efforts align with the Big Picture Goals, OCFW synthesized the self-reported survey responses with the qualitative analysis described above. The unified chart below combines both: the second column highlights examples of Departmental efforts that contribute to each goal, and the third column lists all Departments that self-reported alignment with each goal. Together, this provides a high-level picture of how prevention and promotion work is distributed across County systems.

Big Picture Goal	Example Departmental Efforts	Self-Reported Departmental Alignment
Promoting Thriving Children, Youth, and Families	Youth development, recreation, enrichment, arts, employment, leadership opportunities	Arts & Culture, DCFS, DEO, DPH, DPSS, DMH, DYD, F5LA, HSH, LACOE, Library, Parks & Recreation, Youth Commission
Basic Needs & Stability	Food access, housing supports, benefits, health care, workforce supports	Arts & Culture, DCFS, DEO, DHS, DPH, DPSS, DMH, DYD, F5LA, HSH, LACOE, Parks &

		Recreation, Youth Commission
Social & Community Connection	Recreation, safe spaces, cultural engagement, community events, peer connection	Arts & Culture, DCFS, DEO, DPH, DPSS, DMH, DYD, HSH, LACOE, Library, Parks & Recreation, Youth Commission
Navigation & Access to Services	Referrals, linkage, care coordination, access points, reducing confusion navigating systems	Arts & Culture, DCFS, DEO, DHS, DPH, DPSS, DMH, DYD, F5LA, HSH, LACOE, Library, Parks & Recreation, Youth Commission
Voluntary & Non-Punitive Access	Trusted community-based settings, youth-centered engagement, voluntary participation	Arts & Culture, DCFS, DEO, DHS, DPH, DPSS, DMH, DYD, HSH, LACOE, Library, Parks & Recreation, Youth Commission
Cross-System Coordination & Shared Planning	Shared planning, referrals, partnerships, coordinated programming, youth system experience feedback	Arts & Culture, DCFS, DEO, DHS, DPH, DPSS, DMH, DYD, HSH, LACOE, Parks & Recreation, Youth Commission

Key Areas of Departmental Effort

Below is a more detailed description of the primary categories of prevention and promotion identified across Departments and partners. These categories reflect both current work and opportunities for further alignment. It is important to note that while this analysis separates categories to provide a general sense of different areas where this work is focused, many efforts address multiple categories. For example, the County has a strong history of investing in maternal child voluntary home visiting programs through multiple funding sources. These programs support a healthy developmental relationship between a child and their primary caregiver in the critical earliest years of life, resulting in a positive developmental trajectory while providing referrals to additional services the family could benefit from as well as direct supports to meet basic needs (e.g., food, diapers, etc). These programs also reach families at all levels of risk and prioritized support articulated in the Model for Prevention and Promotion and truly support both prevention of adverse outcomes and promotion of positive ones.

Stabilizing Basic Needs and Supporting Family Stability

Departments reported extensive efforts to support children, youth, and families in meeting basic needs, including access to food, housing, health care, public benefits, and economic supports. These efforts include enrollment assistance, referrals, case management, workforce development, and coordination with community-based services.

Across Departments, services are designed to reduce immediate risk factors and improve stability for families through both direct service delivery and connections to resources.

Health, Behavioral Health, and Family Well-Being

Departments described prevention-oriented activities that promote physical and behavioral health, including screenings, early identification, linkage to care, community-based supports, home visiting, wellness centers, and efforts to strengthen protective factors and family functioning.

These efforts include both clinical and community-based approaches that support overall health and well-being and aim to prevent escalation into more intensive systems. Youth Commission feedback similarly identified mental health as a top priority and emphasized the importance of culturally responsive and trauma-informed services.

Youth Development and Prevention of System Involvement

Departments reported programs focused on youth engagement, education, employment, leadership development, and diversion from system involvement. These include in-school and out-of-school time programming, workforce development, mentorship, restorative approaches, and supports designed to strengthen connection to school, work, and community.

These efforts support positive youth development and strengthen opportunities for thriving, connection, and long-term stability.

Community Connection, Enrichment, and Belonging

Departments reported programs that support skill-building, recreation, cultural engagement, safe community spaces, and opportunities for connection and belonging. These include enrichment programming, community events, arts and recreation activities, and opportunities for youth and families to participate in structured and unstructured activities.

Youth feedback emphasized the importance of trusted, community-based spaces that support peer connection and well-being.

Navigation and Access to Services

Departments described navigation care coordination, referrals, and access support as core prevention functions, designed to reduce barriers to services. Several Departments also identified the importance of community-based settings, such as libraries, parks, schools, and community

partners, that support voluntary engagement by serving as trusted partners to provide safe and welcoming spaces for youth and families. These spaces can also act as early, low-barrier, credible, trusted partners to connect individuals with higher levels of services if needed.

Youth feedback further highlighted the importance of trusted access points and reducing confusion when navigating systems and services.

Cross-System Coordination and Shared Planning

Departments reported ongoing collaboration across systems, including referrals, partnerships, coordinated programming, and efforts to improve alignment across services. Departments also identified opportunities to strengthen coordination through improved data sharing, standardized approaches, and shared planning processes.

Youth feedback further demonstrated that children and youth often interact with multiple County systems simultaneously, underscoring the importance of reducing fragmentation and improving coordination across Departments.

Summary of Departmental Efforts

Information gathered through this analysis confirms that prevention and promotion efforts are already deeply embedded across multiple County systems and programmatic areas. These existing efforts support children, youth, and families through strategies focused on basic needs, health and well-being, youth development, community connection, navigation, and coordination across systems.

Collectively, these self-reported activities represent a broad set of existing assets that can be aligned under the Plan to strengthen coordination, reduce duplication, and ultimately improve outcomes for children, youth, and families.

Next Steps

Departments and the County have already built substantial prevention- and promotion-focused infrastructure and services. Board direction, Departmental input, and community feedback indicate a continued need to use this Plan as a guide to ensure these efforts are aligned, coordinated, funded, and responsive to evolving needs.

Under the March 17, 2026 motion, *Redefining the Child Protection Priority*, Departments are directed to work with OCFW to integrate this initiative into their Departmental workplans. By the end of fiscal year 2026–27, Departments must demonstrate that this priority is embedded in their planning processes, budget decisions, and performance alignment. As demonstrated in the analysis in this section and the one that follows, Departments have already taken significant steps toward this alignment. The SOC framework described in Section 3 will provide an ongoing structure

for cross-Departmental coordination, alignment of prevention and promotion work, and shared accountability.

The analysis in this section establishes the foundation for continued alignment and coordinated implementation. In the coming year, OCFW will support Departments in further integrating prevention and promotion principles, identifying opportunities to reduce fragmentation, and ensuring that Departmental work contributes to a unified Countywide approach that improves outcomes for children, youth, and families.

Section 5: Defining and Measuring Success

From the outset of this initiative, it is essential to establish a clear vision for how progress and success will be defined, measured, monitored, and communicated. Consistent with the intent of this Plan, this section focuses on identifying the County's current measurement capacity and areas for alignment. This will create a foundation that can be built upon in the next phase of this work to create a dashboard with a coordinated set of metrics that will help us understand whether prevention and promotion efforts are helping to improve the lives of children, youth, and families in the County. Following the 2023 Model for Prevention and Promotion, future measurement efforts should include both reductions in negative outcomes and indicators of positive well-being, connection, stability, and thriving for children, youth, and families. In addition, it is essential that the selected metrics capture information regarding inequities in outcomes.

County Departments already collect a significant amount of data. OFCW recognizes the importance of leveraging and building on what already exists, consistent with the philosophy applied throughout this Plan development process. While it is important to develop a set of shared, standardized metrics that all Departments can collect and report on related to prevention and promotion, given time and resource constraints, as well as shifting perspectives regarding what the most appropriate measures are, this Plan does not prescribe a discrete set of metrics. Rather, for this Plan, OFCW aimed to develop a comprehensive understanding of what Departments currently utilize to measure progress towards prevention and promotion for children, youth, and families. This allows this work to be firmly rooted in what is measurable now, in what Departments have determined is key for their understanding, and to allow for diversity in the measures that ultimately contribute to a nuanced understanding of how LA County children, youth and families are doing. To achieve this, OFCW:

- Included a series of questions in the survey described in Section 4 asking respondents to indicate alignment of their current metrics with this Plan's four Objectives;
- Collected information from existing resources as listed in Section 1 of this Plan;
- Consulted with data experts in Departments, including the DPH lead of the team that helped the PPSGC identify its set of indicators; and,
- Examined the County's racial equity measurement efforts articulated in the Los Angeles County Racial Equity Strategic Plan, which identifies Countywide indicators related to education, employment, income, justice involvement, and health outcomes that reflect broader community conditions impacting children, youth, and families.

This resulted in identifying metrics in the following four categories, which are directly related to this Plan's four Objectives:

- Basic needs and stability
- Engagement and access to services

- Social connection, education, and employment
- Health, safety, and reduced system involvement

These findings provide a foundation for developing shared indicators and aligning measurement approaches across Departments over time.

Current Measurement Approaches

While metrics vary across Departments, several common measurement themes emerged across systems. By allowing for this diversity of metrics on the first approach at this effort, it allows Departments to build from what they know and have deemed important, acknowledges the different types of data that contribute to a full understanding of how the County is doing in each area, and allows space to better understand each other and what should be collectively measured moving forward.

Basic Needs and Stability

Departments reported metrics related to access to basic needs and supports, including benefit participation, housing and service referrals, health and social needs screenings, workforce participation, meals provided, and access to supportive services.

These measures reflect service delivery and access to supports that contribute to family stability and well-being.

For example, DPSS conducted point-in-time analyses of participation and program take-up rates to assess whether eligible households are accessing benefits that support food security and financial stability. Participation data may be disaggregated by race/ethnicity, age, geography, and household composition to identify disparities and guide targeted outreach efforts.

Engagement and Access to Services

Across Departments, common measures include participation, enrollment, service utilization, referrals, linkage to services, and engagement in programs and activities.

Departments use a variety of systems and tools to track these measures, including administrative systems, registration systems, program evaluations, and surveys.

For example, DYD's Development Networks measure enrollment rate, and youth program satisfaction. These data are disaggregated by race and ethnicity, age, gender, and Service Planning Area (SPA).

Social Connection, Education, and Employment

Departments reported measures related to school engagement, workforce participation, youth programming, recreation and enrichment participation, and community engagement.

These measures reflect participation in activities that support connection to school, work, recreation, culture, and community.

For example, the Department of Public Health maintains a K-12 database on LA County schools that includes absenteeism and graduation rates. This data is publicly available through the California Department of Education website. The data can be disaggregated by race/ethnicity, free and reduced-price lunch, students with disabilities, and English language learner status.

Health, Safety, and System Involvement

Departments reported measures related to health outcomes, behavioral health, child welfare involvement, justice system involvement, and safety. These include both system-level indicators and program-level measures related to prevention and well-being.

Some Departments also reported tracking outcomes related to protective factors, safety, and community well-being.

For example, DHS Medical Hubs measure the number of DCFS referrals coming into the Hubs compared to the number of exams done monthly, number of forensic exams and interviews, and number of overall continuity of care visits. The DHS ORCHID system includes patient demographic information, including race, ethnicity, and gender identity for all Medical Hub patients.

Equity and Disaggregation

Departments reported varying capacity to disaggregate data by race and ethnicity, as well as by age, geography, gender, language, disability, income, and other characteristics.

While many Departments can disaggregate data, approaches are not consistent across Departments. Some Departments collect demographic data across multiple variables, while others collect more limited information depending on program design, participation requirements, or data system capacity.

Youth Commission survey findings provide additional insight into youth priorities, access, and system experiences, including the experiences of system-involved youth and youth from historically impacted communities.

The following table highlights areas of alignment between the County's Racial Equity Strategic Goals and the Prevention and Promotion Framework.

Alignment Between ARDI Racial Equity Goals and Prevention & Promotion Framework

Racial Equity Strategic Goal	Related Prevention & Promotion Focus Areas
Increase attainment of postsecondary credentials with significant labor market value	Youth development, education, workforce pathways, thriving
Reduce adult first-time felony convictions	Diversion, positive youth development, non-punitive prevention approaches
Increase stable full-time employment among adults	Economic stability, workforce supports, family stability
Increase percentage of families above 250% FPL	Basic needs, housing, economic supports
Reduce infant mortality	Maternal and child health, early intervention, health equity

Key Considerations for Measurement Alignment

Departmental responses highlight several considerations for the development of a Countywide approach to measuring success:

- Departments use different systems and tools to collect data
- Metrics are often program-specific rather than aligned across Departments
- Some measures are required by state or federal funding streams, while others are locally defined
- Approaches to demographic data collection and disaggregation vary
- Many measurements focus on utilization of services, but fewer measures exist to determine how community is experiencing them-departments acknowledge the importance of understanding both
- Departments are working to improve data systems, standardization, and integration
- Youth and families often interact with multiple systems simultaneously, highlighting the need for shared approaches and coordinated measurement

Youth Commission feedback further emphasized the importance of culturally responsive, trauma-informed, and non-punitive approaches to prevention and promotion. Youth identified trusted

spaces, peer connection, recreation, arts, and community-based engagement as important supports for well-being and connection.

To strengthen the County's approach to measuring what matters for children and families, future dashboard development will include indicators that reflect well-being across all developmental stages—from prenatal and early childhood through adolescence and transition-age youth. These may include measures related to health, development, early learning access, family stability, and successful connection to services, alongside other indicators informed by Departmental expertise and community priorities. This approach ensures that the County is assessing outcomes that reflect the lived experience of children and families and provide meaningful insight into whether prevention efforts are advancing the County's vision of thriving children, youth, and families.

Summary of Measurement Findings

Department responses show that the County already has a solid foundation of prevention and promotion metrics. These include measures of service delivery, participation, engagement, protective factors, and outcomes across multiple systems—providing insight into how children, youth, and families are doing across a range of prevention and promotion efforts.

However, these measures are not yet organized within a shared Countywide framework. The data efforts under the Plan's framework will support shared collection and reporting through a common dashboard, helping identify shared indicators, strengthen the ability to measure disparities (particularly racial and ethnic disparities), focus on specific populations, and establish a coordinated approach for tracking progress over time. Examining and presenting data to each other will allow for discussion across Departments of barriers to collection and review (including significant bandwidth sometimes involved), best practices, and opportunities for coordination and alignment.

Existing County dashboards and equity measurement efforts, including those developed through the ARDI Initiative, may offer opportunities to align prevention and promotion indicators in the future and enhance the County's ability to measure long-term progress in reducing disparities and improving well-being outcomes.

Next Steps

The findings and considerations reflected in this section of the Plan are intended to establish a foundation for continued work to accomplish two goals:

- Short Term: Identify relevant data that can be shared among Departments via the Framework described in Section 3; and,
- Longer Term: Create a Departmental dashboard of shared, standardized metrics for prevention and promotion for children, youth, and families.

This will include engaging community members to share what would be most meaningful to them to measure. These efforts will help those involved in this work to understand where progress towards the Goals and Objectives in this Plan is being made and where there may be areas for strengthening programming and partnerships. It is also an opportunity to inform the development and alignment of Departmental workplans, and to increase accountability to the Board, to other Departments, and to children, youth, and families residing in LA County.

Section 6: Accountability

Accountability is essential to ensure that the County's prevention and promotion work advances as intended and meaningfully improves the lives of children, youth, and families living in the County. Especially in a time of limited resources, the County needs to ensure that it knows that efforts are producing results and making the lives of children, youth, and families better. This section outlines how accountability will be established at multiple levels: to County Departments, to the Board, and, most importantly, to the community.

This section describes how accountability mechanisms will be operationalized for each of these audiences, supporting transparency, shared responsibility, and ongoing progress toward the Goals.

County Departments: Accountability to coordinate, share, and align

Individual Departments and offices throughout the County address a wide range of issues that are essential to achieving the prevention and promotion goals, including but not limited to addressing housing stability, meeting the needs of people with disabilities, and addressing racial disparities. These individual Departments and offices will continue to be accountable to the Board of Supervisors and to County residents for achieving progress in their respective areas of responsibility. As part of this Plan, OCFW in partnership with the redesigned SOC, will strengthen and uplift *shared* accountability and coordination across Departments to improve the efficacy of services provided to the community as well as the efficiency of operations, particularly in a time of fiscal constraints.

As part of this shared accountability, Departments will also be responsible for identifying, monitoring, and reducing racial, ethnic, and place-based disparities within their prevention and promotion work, ensuring that equity considerations meaningfully shape program design, resource allocation, and continuous improvement efforts.

These proposed strategies include:

- **Inviting Departments to present on a rotating basis to the SOC** (or its updated name) on the work they are doing related to prevention and promotion that would be relevant to the membership. These presentations will strengthen cross-system accountability, foster collaboration, and ensure visibility of ongoing efforts.
- **Embedding shared goals and outcomes in Departmental goals, plans, and metrics** so that everyone is working in the same direction, even as Departments continue to contribute individually. By aligning the Goals for this work with plans Departments have established for themselves, they will have clear internal and external accountability.
- **Creating a shared data dashboard and landscape analysis** to increase transparency and support collective decision-making. The dashboard will track progress using the metrics outlined in Section 5 and will be updated annually, with refinements as needed.

Board of Supervisors: Accountability to demonstrate progress over time

The Board of Supervisors initiated the Unified Prevention Motion and has made clear their commitment to prevention and promotion activities. Because County Departments are accountable to the Board, ongoing communication and clear progress reporting are essential.

Therefore, the following strategies will be incorporated into this work to ensure accountability on prevention and promotion to the Board of Supervisors:

- **Complete an Annual Report** to Board and community to highlight progress, milestones, and areas for improvement. This is also an opportunity to increase understanding of any shifts in the prevention funding landscape.
- **Maintain ongoing communication and collaboration** to ensure alignment with Countywide goals, Board priorities and planning. This can happen via meetings with deputies, presentations at cluster meetings, and inviting participation in select SOC meetings.

Community Members: Accountability to identify what works (and what doesn't)

Community members have already provided substantial input through initiatives such as the User Journey Mapping Project and Child Protection Priority listening sessions. Their feedback consistently highlighted systemic pain points and informed the Plan's Big Picture Goals.

Community members have also expressed that it is time for the County to act on what has been heard. In addition, the Board has made clear through its directives in the Unified Prevention Motion, as well as the Redefining the Child Protection Priority Motion, that accountability to community must be central to this effort.

To honor and respond to this direction, accountability to community will be established in the following ways:

- **Establish common, clear messaging** to the public around the goals and metrics, as well as the structural changes that are happening and their timeline. It is important that the community understands this work and their role in it.
- **Create accessible and ongoing feedback channels** that enable community members and lived experts to stay engaged throughout implementation and evaluation. As prevention and promotion strategies are rolled out, OCFW will establish ways for community members to tell us how well these strategies are working and whether adjustments are needed. This will include opportunities through direct service interactions with Departments, as well as collective feedback gathered through coordinating bodies and existing spaces where lived experts and community partners already contribute their knowledge.
- **Quantitative and qualitative feedback opportunities** will be used to understand whether families feel safer, seek help earlier, and experience better access and coordination.

Indicators may include early help-seeking, reduced crisis-driven system entry, improved service coordination, and family-reported trust and access. These insights will guide continuous improvement of the strategies and strengthen transparency and trust between the County and the community.

Conclusion

The Countywide Prevention & Promotion Strategic Plan represents a significant step forward in transforming how Los Angeles County supports children, youth, and families before they interact with crisis systems. By building on the meaningful work already underway, centering community experience, and grounding the approach in equity, this Plan shifts prevention and promotion from a collection of independent initiatives to a unified, coordinated Countywide effort that strengthens outcomes and reduces disparities.

As the backbone entity for this work, OCFW will support Departments and other participants in this work by organizing the structures, processes, and shared workspaces needed to advance alignment, maintaining momentum across partners, and ensuring that implementation remains responsive, collaborative, and grounded in the needs of children, youth, and families.

Implementing this Plan will require sustained commitment, shared leadership, and ongoing partnership across the Board, County Departments, communities, and systems. As Departments align their workplans, the SOC evolves to elevate prevention and promotion as a primary focus, and data capacity grows through the development of a Countywide dashboard, the County will be better positioned to monitor progress, respond to emerging needs, and refine strategies over time.

Together, these efforts move the County toward a future where prevention and promotion are not episodic initiatives, but enduring practices embedded across systems and aligned with community—ensuring that all children, youth, and families have the supports, opportunities, and conditions they need to truly thrive.

If you or your staff have any questions, please contact me by email at amoonves-leb@ocp.lacounty.gov.

c: Chief Executive Office
 Chief Information Office
 Executive Office, Board of Supervisors
 Aging and Disabilities
 Arts and Culture
 Children and Family Services
 Commission for Children and Families
 County Counsel
 Economic Opportunity
 First 5 Los Angeles
 Health Services
 Homeless Services and Housing
 Justice, Care and Opportunities
 Library
 Los Angeles County Office of Education
 Mental Health

Each Supervisor
June 18, 2026
Page 39

Parks and Recreation
Probation
Public Health
Public Social Services
Youth Commission
Youth Development